MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BKM2024 – KNOWLEDGE AUDITING AND MAPPING
(All Sections/Groups)

9 MARCH 2016
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 5 pages with 4 questions only.

2. Attempt **ALL** questions in Section A and **TWO** out of **THREE** questions in Section B. The distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

SECTION A (60 marks)

Comsys is a large market research consultancy that is based in the Asia Pacific region. It is their goal and vision to the preferred market research consultancy in the region by 2025. They currently employ about 900 employees for its operations in the region. In terms of its operations, Comsys is organised based on its three main divisions which are accounts, marketing and R&D. Its employees are based at its offices in Kuala Lumpur, Tokyo and Sydney.

Based on a recent knowledge audit that was recently conducted, the key findings obtained from an online survey completed by 615 respondents from its three offices indicate that the employees are highly skilled and have a very high level of expertise. Many of its employees have tertiary-level qualifications (Bachelor's and Master's degrees) and close to 50% of the R&D division members have some doctoral level qualification. The many years of experience with the organisation has made these employees highly skilled and well-qualified for their tasks. In addition to that, the members of the Marketing Division have established good rapport and relationship with the key intermediaries in the industry.

The results of the online survey also indicate that the respondents were not satisfied with the information technology systems that were available to them. In general, there is general consensus that these systems were not user-friendly and were difficult to access. This led to employees having to rely on informal networks or their more experienced colleagues to obtain the information that they require. On certain occasions, this has led to problems where incorrect decisions were made as they were based on inaccurate information.

The study also revealed that there are several knowledge experts in the organisation and that they are located at the different divisions and office locations. For example, Bill, Ann, Hiro, Ted and Siti are experts in the R&D division. Bill and Ann are located in Sydney, Hiro and Ted in Tokyo and Siti in Kuala Lumpur. For the Accounts division, Doug, Kylie and Bruce are in Sydney, Naoya and Mizumi are in Tokyo while Lim is in Kuala Lumpur. On the other hand, for the Marketing division, they have Charles in Sydney, Shuhei and Megumi in Tokyo and Raj in Kuala Lumpur.

For each division, the specific knowledge areas tend to be different and the following categories were identified from the study:

- Accounts division: receivables; payable; audit
- Marketing division: branding; promotion
- R&D division: research; new product development

In the Accounts division, there are different types of skills required for each category of knowledge. For receivables, there are billing, recording and reconciliation. Lim has high levels of expertise in all these areas. On the other hand, Mizumi has low skills in terms of billing while both Kylie and Bruce have low skills in billing, recording and reconciliation. Another member of the Sydney office, Doug has medium level expertise in all these three receivables areas.

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The skills for payable include payment, ledger and reconciliation. Naoya has high levels of expertise for payment while Doug has high levels of expertise for all three areas. Bruce on the other hand has medium levels of expertise in these three areas while Kylie has low levels of expertise in payment and ledger.

For the audit knowledge category, the two skills are auditing and reporting. For auditing, Naoya possesses low levels of expertise. Doug and Bruce have high levels of expertise in auditing and reporting. Kylie also has knowledge in these two areas but at the moderate level of expertise.

QUESTION 1

(a) What could Comsys learn from the knowledge audit that was conducted? Discuss any **TWO (2)** things that Comsys could learn supported with examples from the case study.   (10 marks)

(b) (i) Based on the knowledge asset categories explained by Dalkir (2005) and Delgado et al. (2011), list and describe any **TWO (2)** knowledge asset categories that are available in the case study.   (6 marks)

   (ii) Based on the case study, provide an example of **ONE (1)** knowledge asset category that has not been fully developed and exploited by the organisation and provide a suggestion on how this knowledge asset can be further developed.   (4 marks)

(c) Based on the findings of the study conducted at Comsys, the organisation would like to map its knowledge and understand where specific knowledge and expertise are located. You are required to:

   (i) develop a **knowledge source map** for the organisation.   (6 marks)

   (ii) draw a **knowledge asset map** for the 'Accounts' division.   (9 marks)

   (iii) develop a **knowledge structure map** for **all** the skill areas in the 'Accounts' division.   (9 marks)

   (iv) based on the knowledge maps developed in (c) (i), (ii) and (iii), recommend an appropriate action that should be taken and your justification for this recommendation.   (6 marks)

(d) (i) Do you think that the online survey method used by Comsys was appropriate? Provide any **TWO (2)** reasons to support your comment.   (5 marks)

   (ii) Would interviews be suitable instead? Provide **ONE (1)** advantage and **ONE (1)** disadvantage of this method for Comsys.   (5 marks)

(Total: 60 marks)

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SECTION B (40 marks)

QUESTION 2

(a)   NextGen Bhd intends to expand its business beyond Malaysia and aims to establish branches in Saudi Arabia and China. Its CEO is concerned that there may be some cultural differences in these societies that may impact the knowledge sharing process. As a consultant, outline and advise the CEO on any **FOUR (4)** cultural issues that may arise when operating in these two countries.   (12 marks)

(b)   ABC and XYZ are public-listed companies with a total market value of RM 800 million and RM 600 million. On the other hand, the assets for both companies are valued at RM 250 million and RM 750 million respectively.

     (i)   Calculate the Tobin's Q Ratio for both companies   (4 marks)

     (ii)   Based on the results obtained in (b)(i), interpret the significance of the Tobin's Q Ratio for both companies   (4 marks)

   (Total: 20 marks)

QUESTION 3

(a)   When introducing a new KM tool or approach in an organisation, it is important to ensure proper communication of strategies and changes to the employees. Briefly explain any **THREE (3)** perceived characteristics of innovations and the strategies that could be adopted by KM practitioners in the communication of KM initiatives in an organisation.   (12 marks)

(b)   List all the different stages of the knowledge audit process.   (6 marks)

(c)   What is the use or role of Porter's value chain analysis in the knowledge audit process?   (2 marks)

                                (Total: 20 marks)

QUESTION 4

A social network analysis was conducted for a department in an organisation and the findings were analysed using SocNetV. Based on the adjacency matrix entered, the following sociogram and results were obtained.
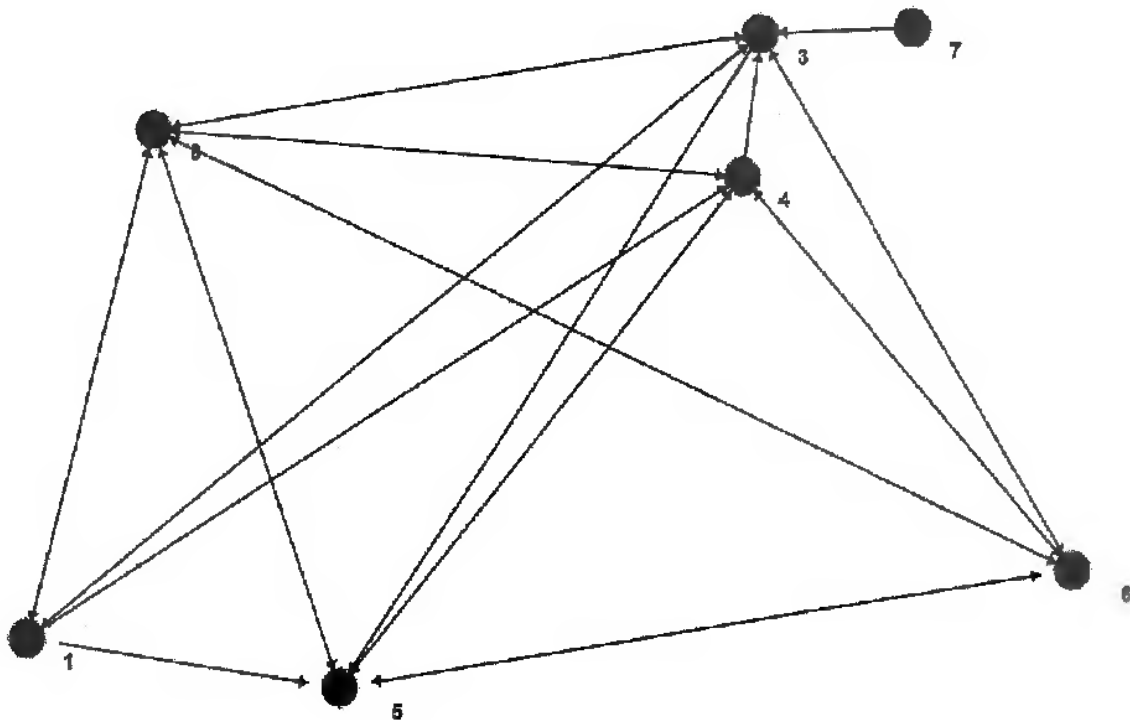
Diameter = 3.0
Density = 0.59524

Node	Indegree	Outdegree	Eccentricity	Betweenness	Information Centrality
1	2	4	2	0.01667	0.14396
3	5	4	2	0.20833	0.17667
4	4	4	2	0.01944	0.15757
5	5	3	2	0.02500	0.15757
6	4	4	2	0.02778	0.14396
7	0	1	3	0.00000	0.06269
8	5	5	1	0.10278	0.15757

(a)   Comment on the linkages of this social network.   (2 marks)

(b)   Which nodes receive and transmit the most within the group? Explain.   (4 marks)

(c)   Which node is the most influential in the network? Why?   (4 marks)

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CLIQUE COUNTS BY VERTEX

Node	2-Vertex	3-Vertex	4-Vertex
1	2	1	0
3	3	2	0
4	3	3	1
5	3	3	1
6	4	4	1
7	0	0	0
8	5	5	1

AGGREGATE COUNTS OF CLIQUES

2-Vertex cliques: 10 (max: 21)
3-Vertex cliques: 6 (max: 35)
4-Vertex cliques: 1 (max: 35)

(d)   (i)   What is a clique? Explain.   (2 marks)

      (ii)   Based on the analysis provided, identify a 3-vertex and a 4-vertex clique that is present in the network.   (2 marks)

(e)   Based on your observation of the analysis and sociogram, suggest any **TWO (2)** actions that should be taken by the organisation to improve knowledge sharing within this network.   (6 marks)

(Total: 20 marks)

End of Paper